HK-F

A

E

Distr.:
LIMITED
E/ECA/PSD.4/12
20 February 1986
Original: ENGLISH

UNITED NATIONS

ECONOMIC AND SOCIAL COUNCIL

ECONOMIC COMMISSION FOR AFRICA

Fourth Session of the Joint Conference of African Planners, Statisticians and Demographers

Addis Ababa, Ethiopia, 3-12 March 1986

LC/NAIROBI.

ANNUAL REPORT 1984/1985

I. BACKGROUND AND OVERVIEW

The United Nations African Institute for Economic Development and Planning (IDEP) was established by Resolution 58 (V) of 1 March, 1962 adopted at the fourth session of the ECA Conference of Ministers held in Addis Ababa, Ethiopia. The Institute became a United Nations Special Fund Project in the following year with the appointment of the first Project Manager and Director. The first statute governing the Institute was approved by the ECA Conference of Ministers Resolution 93 (VI) of 27 February, 1964 at the 109th meeting of the ECA in Addis Ababa, Ethiopia. This was followed by the election of the first Governing Council at a meeting of the Conference of African Planners, 16-27 November, 1964 in Dakar, Senegal. The present statute governing the Institute was approved and adopted by the ECA Conference of Ministers Resolution 320 (XIII) of 1 March, 1977 in Kinshasa, Zaire.

The headquarters of the Institute was sited in Dakar, Senegal, with a sub-regional Institute in Cairo, Egypt. The Senegalese host government provided the premises, facilities and services for the efficient operation of the Institute. The Institute started its operations in Dakar on 21 November, 1963. It was designated a five-year project on 23 November, 1964 in order to enable the UNDP Special Fund to assist in the financing of its initial stages.

The Institute's development over the past 23 years has passed through three main phases. Phase I covered the period 1964-70, phase II ranged over the period 1971-77 while the current phase III covers the period 1978 to the present.

I-A Phase I (1964-70)

This phase was characterized by the setting up of the basic institutional structure, functions, administrative and financial procedures. Resolution 93 (VI) of 27 February, 1964 stipulated three principal, interdependent and complementary functions for the Institute. These were stated as follows:

(a) Training - The training of specialist and senior officials of government services and institutions responsible for economic development and planning.

(b) Research - Such training to be supported and supplemented by the appropriate research activities to prepare teaching materials for various courses and for documentary purposes.

(c) Advisory Services - At the request of African governments, the Institute to offer limited advisory services in matters of economic planning.

To these basic functions were added secondary or support activities in the form of conferences, seminars and workshops.

The rules and procedures set up conformed with those of other United Nations Special projects. The Institute was placed, right from its inception under the aegis of the United Nations Office of Technical Cooperation (UNOTC), New York as its executing agency. In accordance with the provisions of Resolution 93 (VI), the Institute is governed by a Governing Council, an Advisory Board on Studies and Research, a Director and Staff.

The Governing Council is composed of the following:

(a) The Executive Secretary of the Economic Commission for Africa (ECA) as chairman, ex-officio.

(b) A representative of the Government of the Republic of Senegal.

(c) Seven members elected by the Conference of African Planners on the basis of personal competence and experience in affairs connected with the work of the Institute, who shall be nationals of seven different African countries which are members or associate members of the ECA.

The general function of the Academic Advisory Board is to oversee the Academic programme and performance of the Institute, including its teaching and research activities. The Board advises the Governing Council of the Institute and is subject to its overall direction.

The Director of the Institute is appointed by the Secretary General of the United Nations after consultation with the Governing Council. The Director has the general responsibility for the organization, direction and administration of the Institute, in accordance with the general policies laid down by the Governing Council. The Director participates as ex-officio member of the Governing Council and acts as its secretary.

Initially, implementation of the Institute's mandate was confined primarily to the training of middle-level government officials from various ministries and government departments. The programme took the form of a basic nine-month course in economic development and planning at the Institute's premises in Dakar, Senegal. Later, a set of two-month courses on sectoral planning was added. These courses were organized in collaboration with the National Planning Institute of Egypt, based in Cairo.

Subsequently, and starting from 1967, the Governing Council decided to augment the initial set of programmes with the addition of short-term national and sub-regional courses in the field of economic planning outside of Dakar, in other areas of the continent, at the request of various African governments. In October 1968, the Governing Council decided to transform the basic nine-month course into three independent quarterly components in order to make it possible for trainees, who so wished, to follow only one, two or all three of those components.

IDEP's financial resources during this initial phase were derived from a regular budget made up of UNDP contribution and contribution from ECA member States. The level of the financial contribution required of member States was initially set at US$365,000. This level was subsequently raised to US$1 million by the ECA Conference of Ministers Resolution 285 (XII) adopted in 1965 in Nairobi, Kenya.

I-B Phase II (1971-77)

This phase witnessed profound changes in the structure of the training programme at the Institute. The nine-month basic programme referred to as the "Dakar course" was replaced by a decentralized programme centered on three interdependent activities: (i) short term intensive regional courses, (ii) six-month junior research training programme and (iii) sub-regional seminars.

The short-term (4-8 weeks) intensive regional courses were held in and outside of Dakar. Specific themes were selected for each regional course. A series of 6-week courses were held in Dakar on 'The financing of trade and development in African countries". Another series of 4-week courses were organized in Cairo on "Regional Planning and Development". There were also series of 8-week courses on Project Evaluation in Nairobi organized jointly by IDEP, EDI of the World Bank and the Institute of Development Studies (IDS) of the University of Nairobi.

The six-month junior research fellowship programme was the main focus in the new orientation. The programme aimed at emphasizing training through research in which guidance was given to selected African candidates to conduct research into some problem areas of economic and social development in Africa. This programme was also to be used to support qualified and experienced African civil servants as well as university professors to undertake writing on some African experience in the social and economic fields. This training of young development specialists

of different countries through the execution of research projects was conducted under the supervision of the Institute's staff. The programme represented a fore-runner to the present research training programme in which qualified candidates write their M.A. theses.

The sub-regional seminars concentrated on analysis of regional imbalances, development and planning and were held in different sub-regions of the continent. The participants were mostly junior university lecturers and civil servants working in the field of economic and social development planning. These seminars were of four to six weeks duration.

There were altogether 72 intensive courses and sub-regional seminars between 1970 and 1977. They were organized in the following cities: Dakar - Senegal (25 courses and 7 sub-regional seminars), Accra - Ghana (2), Kumasi - Ghana (1), Ibadan - Nigeria (1), Abidjan - Côte d'Ivoire (3), Ouagadougou - Burkina Faso (1), Bamako - Mali (1), Niamey - Niger (2), Lomé - Togo (1), Cotonou - Benin (1), Rabat - Morocco (3), Tangiers - Morocco (1), Algiers - Algeria (1), Tripoli - Libya (1), Cairo - Egypt (5), Tunis - Tunisia (1), Douala - Cameroon (2), Kinshasa - Zaire (1), Brazzaville - Congo (1), Dar-es-Salaam - Tanzania (2), Nairobi - Kenya (4), Mogadiscio - Somalia (1), Butare - Rwanda (1), Tananarive - Madagascar (1), Gaborone - Botswana (1), Port Louis - Mauritius (1).

In implementing this new programme structure the Institute became indirectly associated with many other national, regional and international institutions and their programmes. The variety of activities raised the budget of the Institute to the peak of US$2 1 million during this phase. This may be compared with an average annual operating budget of about US$1 million during the previous phase.

The Governing Council also adopted, during this phase, new regulations delegating to the Director of the Institute the authority to enter into bilateral agreements directly with donor agencies. This was to enable him seek extra-budgetary resources as supplement to the regular budget in order to carry out the various activities of the Institute.

I-C Phase III (1978-85)

This phase observed the implementation of crucial structural reforms which constitute the foundation of present activities. This phase may be divided into two interrelated but separate periods, namely, phase IIIA (1978-80), and phase IIIB (1981-85).

The 1978-80 Period

It may be recalled that the present statute governing the Institute was adopted by the ECA Conference of Ministers Resolution 320 (XIII) of 1 March 1977 in Kinshasa, Zaire. Following consultations among representatives of United Nations Headquarters, UNDP headquarters and ECA, necessary arrangements were put into effect, as from 1 January 1978, for the transfer of executing agency status in respect of IDEP from United Nations Headquarters to the secretariat of the ECA. Administrative Instruction No. 83, dated 5 April, 1978 contains the administrative and management procedures set out for the purpose of regulating and monitoring the activities of IDEP by ECA as the executing agency.

As a fore-runner to the Conference of Ministers Resolution 320(XIII), at its February 1977 session in Kinshasa, Zaire, the Governing Council adopted a resolution radically changing, once again, the programme and activities of the Institute. The new programme prescribed replaced the six-month junior research fellowship course of the previous phase II. This new programme was made up of a single post-graduate training cycle spread over two academic years and comprising the following interrelated components, all organized and offered at the Dakar headquarters of the Institute:

- First year:

  A nine-month basic training programme on theories, techniques and strategies of economic development and planning.

- Second year:

  (a) Three-month specialization programme on the analysis of specific sectors of the African economies.

  (b) A six-month research training programme during which individual qualified trainees prepare the Master of Arts (M.A.) thesis.

The 1981-85 Period

It was during this period that the newly installed programme and other institutional reforms, including changes in organization and orientation, among others, began to take hold. In 1980 the Governing Council requested a medium-term plan for the Institute in line with Council directives to be presented to the next Governing Council meeting.

In 1982 the medium term plan requested was presented to the Governing Council for discussion and endorsement. Subsequently, the plan was presented and adopted at the Eighth Meeting of the ECA Conference of Ministers held in Tripoli, Libya on 27-30 April, 1982. Since the adoption of IDEP's Medium Term Plan in 1982 the pattern of growth and structural change of the Institute's activities and its underlying annual progress and actions have been guided by the plan's orientation, directives and targets.

Among the main accomplishments, the following plan targets can be said to have generally been attained:

1. Vertical as well as horizontal expansion of the training programme along the lines prescribed by the Council;

2. Diversification in the Institute's activities with the additional advantage that there is some complementarity and interrelationship between the various components of the 2-year training programme cycle, as well as between the training programme, research and support activities such as conferences, seminars and workshops;

3 Rehabilitation of the Institute's equipment, building and other capital assets;

4 Increasing capacity utilization of available resources which has brought about the reduction in costs and consequently improvement in productivity.

II. IDEP's ACTIVITIES DURING 1984-85

During the academic year 1984-85 the Institute's activities not only expanded substantially on the aggregate but also underwent basic structural changes both quantitatively and qualitatively. First, the training programme more than doubled in terms of numbers of programmes, courses, teaching hours and the number of trainees. Second, the new six-month research programme, autonomous but of course interrelated and supportive of the training programme, experienced major reforms. Thirdly, other support activities such as advisory services, organization of workshops, seminars and conferences in areas related to the Institute's activities and of interest to African Governments were also expanded.

The number of trainees attending the Institute's various training programmes more than doubled, reaching the peak of 123 during the past academic year. The horizontal as well as vertical expansion in the Institute's overall activities, training and otherwise, coupled with the doubling of the number of trainees, meant naturally an upward shift in output. This has been so not to mention the improvement in quality as well as effectiveness of the courses provided.

Meanwhile both inputs and costs have been significantly reduced. The numbers of both professional and support staff were reduced and streamlined partly as a means of coping with financial constraints. A review of staff qualifications indicate, however, that they are now better aligned with the Institute's activities and programmes. The growth in activities in the face of the declining staff numbers implies naturally some significant improvement in capacity utilization.

The reduced staff numbers led to reduced financial costs, and this source of cost reduction was reinforced by other cost curtailments. To mention only a few, all fellowships are at present financed from extra-budgetary sources. Furthermore, an increased portion of the financing of activities, particularly in the areas of seminars and conferences, research as well as new short-term programmes are provided for from extra-budgetary sources. It is in this way that the expansion of activities was reconciled with reduction in costs.

The diversification and growth of total output on the one hand, and the reduction in costs on the other, helped achieve a number of planned objectives. Firstly, the average cost per trainee, which in the past was in the area of US$40,000-50,000 per annum has been reduced to approximately US$10,000-15,000 in 1984/85. Secondly, an overall budgetary balance over the past four years has been achieved. In other words, for the time being the Institute's training cost has been rationalized and reduced to a viable level and chronic sustained budgetary deficits eliminated.

An additional structural change took place in the form of changing the pattern of allocation of expenditures in favour of investment. The proportion of investment in total expenditure increased from a level of almost zero at the turn of the eighties to 25% or more in the last few years. Most capital assets of the Institute, including its building had become completely dilapidated, and the Institute lacked many essential items or equipment. It had no printing or photocopying capacity, no computer, and most type-writers, air conditioners, cars, etc., were not operational.

The emphasis on investment over current expenditure allowed for rehabilitating and building of capital assets. Old equipment and other out-moded capital were replaced. New items of equipment were ordered, among which are the printing and computer facilities. The computer facility, an IBM System/36 Minicomputer has been installed and is already

operational. Arrangements have been completed to purchase and install the printing machine as soon as the budgetary allocation for it is made available. Basic repairs of the main building started in 1984 and continued in 1985 with the construction of a fence round the property and reclaiming of adjacent lands. The emphasis on capital formation and acquisition of modern equipment helped greatly the increase in productivity of other capacities and resources.

It must be pointed out, however, that the process of reducing cost and achieving higher capacity utilization of resources, whether material or non-material, has reached its limits. No substantial reduction in inputs can be undertaken anymore without undermining the activities and viability of the Institute. In fact, since 1984 certain necessary expenditures have had to be postponed till later because of lack of resources. This has meant a slowing down in implementation of some essential activities. Since all activities are interrelated, such a situation if sustained would continue to exert a negative impact on the overall performance of the Institute.

It must also be noted that while in the past the lagging regular budgetary resources from Government contributions were substituted for through mobilizing extra-budgetary resources (which averaged in the last two years to about $200,000 per annum), this process has also reached its outer limits. Technical assistance programmes and other extra-budgetary sources cannot pay salaries of administration and core staff in the professional or support categories. The costs of the latter, after all possible reductions and the maintenance of only skeleton staff, is at present more than US$1.2 million. As mentioned above, this is at rock bottom and must be covered from the regular budget. Therefore, this implies that in general, extra-budgetary sources can only supplement and complement a regular budget of a minimum of about $1.5 million if the current level of activities is to be maintained.

In the sections that follow the new thrusts and major features of IDEP's activities during the academic year 1984/85 are highlighted.

II-A Training

The number of trainees attending the Institute's various programmes during the 1984/85 academic year reached the level of 123, constituting the highest attained peak. Details of the distribution of trainees by country and programme are provided in the Annex to this document.

It may be recalled that the training programme is made up of a two-year cycle of programmes leading to the award of the M.A. degree in Economic Development and Planning to successful candidates. During the 1984/85 academic year this two-year cycle of programmes was composed of:-

1. The Nine-Month Basic Programme in Economic Development and Planning;
2. Three-Month Specialization Programmes in three different subject areas: (a) Industrialization in Africa; (b) Energy and Development in Africa, and (c) Human Resources Development and Manpower Planning in Africa;
3. The Six-Month Research Training Programme in which qualified trainees complete their M.A. degree requirements by writing their M.A. theses.

1. The Nine-Month Basic Training Programme

The programme began on 5 November, 1984 with 51 trainees enrolled from 13 different African countries. The programme ended on 30 June, 1985. It was divided into two semesters, each followed by an end-of-term examination. A two-week vacation period separated each term from the other.

The courses covered eleven major areas of study with emphasis on case studies, field experiences and empirical application to specific African conditions. A set of new courses was added for the first time: Money and Banking, Public Finance, Macroeconomic adjustment policies, and Regional Planning. These new components of the programme introduced trainees to a set of guidelines and a new dimension for evaluating policies related to demand management and structural adjustment within the context of the economic development and planning of the African economies.

At the end of the programme 50 trainees took the final examination. Of these, 40 were successful and were thus awarded IDEP's Diploma in Economic Development and Planning. Among the successful candidates, 4 were rated "Very Good", 14 were rated "Good" and the remainder rated "Pass".

2. The Three-Month Specialization Programmes

Two new short-term sectoral programmes were introduced for the first time in addition to the three-month specialization programme on "Industrialization". The two new programmes are: "Energy and Development" and "Human Resources Development and Manpower Planning". A third new programme on "Food, Agriculture and Rural Development" is on the drawing board and is expected to begin as soon as necessary extra-budgetary resources are mobilized for it. Preliminary discussion with FAO to co-sponsor this latter programme with IDEP has taken place with positive results, and negotiations are continuing.

(a) Industrialization in Africa

In this programme 19 trainees enrolled from 13 African countries. The programme started on 5 November, 1984 and ended on 8 February, 1985. Of the 19 trainees who took the final examination, 17 passed. Among those who passed, 2 were graded "Very Good" and the rest (except one) were rated "Good".

During the 1984/85 academic year, the course structure for this programme covered the following subjects: (i) Macro strategies and policies of industrialization in Africa, (ii) Micro-planning and design of industrial and agricultural projects (Application and Case Studies), (iii) Sectoral Analysis: capital goods sector, intermediate goods sector, rural and cottage industries sector, (iv) Quantitative techniques for industrial planning.

(b) Energy and Development in Africa

This training programme was organized in collaboration with ENDA of Dakar. 16 Trainees participated actively in the programme. They were from 7 African countries and included energy engineers, economists and agronomists. The programme started on 4 March, 1985 and ended on 7 June, 1985 in a ceremony presided over the His Excellency Cheikh Hamidou Kane, the Senegalese Minister of Economic Planning and Cooperation. Out of the 16 students who took the final examination, 15 passed. Of these, 3 were rated "Very Good", 6 were rated "Good" and the rest were rated "Pass".

Fellowships for trainees of this programme were mobilized from EEC through the assistance of ENDA-Dakar. Technical assistance in the form of external lecturers for the programme came from the following institutions: (i) International Energy Agency - IEA (Paris-France), (ii) Institut économique et juridique de l'énergie - IEJE (Grenoble-France), (iii) Institute de Economica Energetica - IDEE (Bariloche-Argentina), and (iv) Agence française pour le maintien de l'énergie - AFME (Paris-France).

The course structure was designed such that the first half of the programme was devoted to theoretical principles and the second half to practical applications. During the first segment which lasted about seven weeks, trainees were provided with theoretical and analytical techniques for energy sector planning and management. The major topics covered were: (a) Energy balances, (b) Analytical simulation techniques and forecasting methods, (c) Conventional and non-conventional (renewable) energy

resources, (d) Energy consumption and utilization, (e) Energy pricing, demand management and conservation strategies.

The second segment of the programme which covered about six weeks consisted of field work, field visits, country case studies and an actual energy project assessment and management exercise. The programme organized a one-week field work and field visit to energy installations throughout Senegal. One group of trainees conducted field surveys in the St. Louis (North) of Senegal while another group did their field surveys in the Casamance (South) of Senegal. The field work and surveys were on rural energy sources, needs, consumption and utilization patterns. The field visits to energy installations were made to the following areas: (i) Region of Mbour (Wind Energy), (ii) Gossas and Bamba Tilden Regions (Water Pumping), (iii) St. Louis Region (Solar Energy), (iv) South Casamance (Biodigesters), and (v) Bel-Air Central Terminal - SENELEC, Dakar (Electricity).

(c) Human Resources Development and Manpower Planning

This programme was organised in collaboration with ECA. 22 trainees from 16 African countries participated in the programme. They included economists, sociologists, demographers and other social scientists. The programme started from 6 May, 1985 and ended on 6 August, 1985. Of the 22 trainees who took the final examination, 19 passed. Among these, 7 were graded "Very Good", 8 were graded "Good" and the rest were graded "Pass".

The USAID provided finance for a consultant to administer the programme. This assistance was provided within the framework of a project signed with the ECA which included other activities related to Human Resources Development such as organizing seminars on themes in the area. The other assistance was provided by the UNFPA to finance fellowships for trainees. This amounted to US$57,000 and covered fellowships for 15 trainees, even though UNFPA had made available funds to cover as many as 20 trainees.

The programme is comprehensive and covers demographic aspects, basic needs, education and training, employment, manpower planning and spatial allocation of population. It constitutes a cornerstone in the Institute's activities and results attained in its implementation are expected to influence all other activities.

The courses in the programme were covered by the teaching staff of the Institute with contributions from the ECA short-term consultant and other external lecturers. The external lecturers included an expert from ECA-Addis Ababa, UNESCO-Dakar and some government officials from the Ministry of Planning in Dakar.

3. The Six-Month Research Training Programme

During the 1984/85 academic year 15 trainees enrolled as research trainees. Of this number, 10 were classified as Master of Arts (M.A.) candidates and the other 5 classified simply as research trainees. The M.A. candidates had all successfully passed, with a minimum grade of "Good", both the Nine-Month Basic Programme and at least one of the Three-Month Specialization Programmes. The other 5 candidates had not obtained the required minimum grade of "Good" or 65 percent in the previous programmes of the M.A. cycle.

The programme started on 18 February, 1985 and was officially termined at the end of July 1985. Nevertheless, trainees who had not completed work on their M.A. theses were permitted to request time for their formal oral presentations when such work was accepted by their supervisors as complete. Thus, as of the end of February 1986, six out of the 11* recognized M.A. candidates has successfully presented their M.A. theses.

---

* One more candidate previously classified as a research trainee advanced to be recognized as an M.A. candidate by the Staff Research Committee.

Of the remaining 5 candidates, 2 withdraw from the programme and the 3 remaining are completing their theses for presentation later. The 4 candidates classified as research trainees would obtain certificates of attendance on completion of their research reports.

The thesis topics endorsed for the M.A. candidates cover a wide range of subject areas: Human Resources Development and Manpower Planning, Agriculture, Industrialization, International Trade and Finance, among others. All the theses were empirical applications and involved country case studies. Moreover, they were policy-oriented and relevant to specific development and planning problems of the various countries examined.

II-B Enrollments

It has been noted earlier that the total enrollment of all programmes during 1984/85 reached the peak of 123. The details of trainee classification by country and programme are presented in the Annex. All the participating trainees were financed from external sources. Given the financial crisis facing African countries, this is perhaps the only means by which the Institute could have carried out its training mandate over the 1984/85 academic year.

The major constraint on the number of trainees attending IDEP's training programmes remains the financing of fellowships. The main source of these fellowships since 1977 has been grants from the UNDP national Indicative Planning Figures (IPF). Other regular complementary sources have included the EEC and CIDA, among others. During 1984/85 we succeeded in acquiring US$100,000 from BADEA for this purpose. Efforts were also made to acquire funds for the short-term programmes on "Human Resources" and "Energy". The UNFPA agreed and actually provided the sum of US$57,000 to finance fellowships for the Human Resources programme. Negotiations also took place for the contribution of US$300,000 by Egypt to finance fellowships for trainees in the Energy programme over a three-year period.

Another constraint on the number of trainees is the carrying capacity of lecture rooms fitted with interpretation equipment, as well as the number of interpreters. With regard to lecture rooms one additional new classroom was fitted during 1984/85 with interpretation facilities. The gaps in interpretation were filled through the hiring of short-term interpreters.

II-C Seminars/Workshops

Two seminars/workshops were organized by the Institute in 1985. The first one on "Eradication of Illiteracy in Africa", held in February 1985, was co-sponsored by IDEP and UNESCO for 25 top level officials from aducation ministries, institutions and organizations throughout Africa. The second was a "Senior Energy Policy Seminar (III) for Francophone Africa" at which ministers, general managers and directors of energy-related institutions participated. This seminar which was co-sponsored with the Economic Development Institute (EDI) of the World Bank and the UNDP was held in Abidjan, Ivory Coast, in June 1985.

In addition, during 1985 the Institute was requested and actively participated in two additional seminars/workshops, one in Accra-Ghana and the other in Abidjan-Ivory Coast. The Accra seminar was on "Foreign Investment in Africa" and was organized by the African Center for Monetary Studies (ACMS). An IDEP staff member presented a paper at this seminar entitled "Impact of Foreign Investment on Economic Activities in African Countries". The other workshop was organized jointly by ECA/UNEP/ADB in Abidjan on "Incorporating Environmental Components in Training Programmes of ECA-Sponsored Institutions". The IDEP staff representative at this workshop was elected rapporteur and he collaborated in drafting the final documents for dissemination to participating institutions and African governments. A sequel to this workshop was the December 1985 Cairo top-level seminar for ministers and heads of Institutions on "Environment and Development in Africa". The Director represented the Institute at this seminar.

II-D Technical Assistance

The Institute provided technical assistance services to various organizations during the 1984/85 academic year. First, the Institute was requested to present course modules in a workshop organized by Ecole internationale de Bordeaux, France. At this workshop a senior IDEP Staff member offered a week-long course on two themes: (a) Planning Techniques, and (b) Regional Cooperation and Plan Harmonization. Secondly, the African Center for Monetary Studies (ACMS) requested IDEP's participation in offering a course module in their Training Programme on "National Accounting and Financial Programming". An IDEP staff member was assigned to cover the week-long course on "Transmission of Economic Policies: Fiscal, Monetary, Incomes and other Stabilization Policies". Finally, IDEP was requested by the Togolese Ministry of Planning to design a course module for its short-term National Planning course. The course outline and structure was prepared by IDEP's staff while an IDEP consultant presented the course on "Planning Procedures and Programming Techniques"

II-E Advisory Services

Demands for IDEP's advisory services by African governments and Institutions as well as International Organizations are increasing at an exponential rate. During 1985 IDEP continued to perform its role as a major partner with OAU, ECA, and ADB in preparing the necessary studies for the establishment of an "African Monetary Fund". In addition the Institute received requests for advisory services during 1984/85 from Senegal, Guinea, Mali, Rwanda, Liberia, Egypt, OAU, ADB, SADCC, FAO, UNESCO, UNIDO, among others. However, only a marginal part of these requests could be fulfilled. The main reason, of course, has always been the capacity constraints.

A major capacity constraint in this regard is the number of teaching and research staff. The present capacity in this vital area consists of only 4 core professors plus the Director. These are supplemented by

a small number of short-term and part-time experts. Negotiations were completed during 1985 for one additional professional to be provided through the technical assistance programme of the German government. To achieve the Institute's plan objectives the number of core professors should increase to a minimum of 10, to be supplemented by 4 from extra-budgetary sources. It is only then that the Institute can respond more positively to requests for advisory services.

III. STRUCTURAL PROBLEMS AND CONSTRAINTS

The basic statutory functions of the Institute as stated by the ECA Conference of Ministers Resolution 93 (VI) of 27 February, 1964, as well as subsequent amendments, have remained the four interrelated activities: Training, Research, Advisory Services and Support Activities such as conferences, seminars and workshops.

In the past few years the Institute's activities in the form of research and advisory services to African governments, institutions and international organizations could not expand in line with the growth achieved in the training programmes. The main reason was lack of both capacity and financial resources to create such a capacity. Particularly, binding in this regard was the small number of experts and full-time teaching staff. While the staff could contribute research work to seminars and some urgent assignments, they could not undertake systematic research and advisory services on a sustained basis.

In the training programme itself some major weaknesses continue to prevail. One such major constraint is the lack of finance for fellowships. In the previous phases of the Institute's development, the Institute used to provide budgetary finance for fellowships. In recent years this has been stopped completely. Financing of fellowships is provided for, at present, from resources available to the sponsoring government ministries. These include country IPF's as well as other bilateral or multi-

lateral assistance from donor agencies or governments. The outcome is that the number of trainees are affected and fluctuates widely from year to year. This situation is not conductive to planning the Institute's activities and it quite often leads to capacity under-utilization and thus higher costs.

In addition the levels of the fellowships provided, as stipulated by United Nations regulations, are inadequate since the Institute provides no assistance in the areas of food or housing. The trainees, particularly those in the short-term (three-month) programmes, find it very difficult to obtain reasonable accomodation and other basic needs at the level of their fellowships. Many of them are married and need to provide for their families back home. Some interim solutions such as the Institute assisting them in identifying collective housing or access to lower cost meals, among other things, were found. But it must be emphasized that this has not proved satisfactory.

Underlying all the above-mentioned constraints and problems is the lack of necessary financial resources. If adequate financial resources could be mobilized many of the inadequacies could be dealt with.

The main sources of finance for the Institute have been government contributions and UNDP funding. In the last few years both sources have been declining. Expected government contributions are fixed on the basis of a formula applied to GDP levels at US$1 million per annum as agreed by ECA Conference of Ministers Resolution 285 (XIII) adopted in 1965 in Nairobi, Kenya. This expected total government contribution has been increased recently to US$1.6 million by resolution of the ECA Conference of Ministers meeting of 27-30 April, 1982 held in Tripoli, Libya. The new figure was arrived at by applying the same formula as before to 1980 GDP figures and also by adding the newly independent African States to the list of contributors.

Unfortunately, actual contributions from member States have fallen far short of the required levels. In the last three years African government contributions dwindled from about US$600,000 in 1982 to less than US$300,000 in 1985. It is obvious, therefore, that very great efforts are needed to reverse this trend.

On the other hand, the UNDP contribution which has sustained the Institute since its inception 23 years ago has also declined. Moreover, UNDP has stated that it finds it necessary at this stage to put a halt to its regular contribution. The main reason is that UNDP does not deem it appropriate to continue to tie its resources to one single project for such a long time. In the last few years UNDP contributions declined from over US$1 million per annum to US$0.75 million. In 1986 this funding was extended on an exceptional basis.

With regard to the other source of finance, i.e., extra-budgetary finance from bilateral and multilateral sources, there has been some increase over the last few years. In 1985 this source of finance reached the level of circa US$0.4 million. It must be noted, however, that this fund goes mainly to finance fellowships as well as activities such as short-term programmes and support activities in the form of conferences, seminars and workshops. Funds from extra-budgetary sources do not substitute for basic budgetary finance which must be mobilized to provide for core activities of the Institute and its requisite inputs.

The inadequate level of financial resources and the fluctuations in it constitute a major source of instability and uncertainly about the Institutes' activities, not to mention the fact it also puts a ceiling on the level of these activities. Furthermore, it has a multiplier effect which is downward oriented. Uncertainty creates apathy, lack of commitment, inadequate planning, reducing efficiency and quality of the services provided which in turn contribute towards reduced financial commitment in the form of a vicious cycle.

The Institute's management and its Governing Council expect that the outcome of the proposed evaluation mission will be concrete proposals to strengthen the Institute to enable it fulfil its mandate of Training, Research, Advisory Services and Support Activities in serving African governments. To conclude, it should be emphasized that IDEP is more poised than ever to play a role as a frontier institution in the economic development of the African continent. It is also well placed to contribute to international efforts in this regard. There is, moreover, a virtual concensus among all concerned that efforts should be made to put the Institute on the path towards the achievement of such a goal during the year 1986. The suggestions and recommendations presented in this Annual Report represent an initial step towards defining the means to achieving this desired goal.